

REPORT TO THE DCI STAFF MEETING ON PAPER WORK

MAY 2, 1960

that an
ON LAST NOVEMBER 2nd, I TALKED TO YOU HERE ABOUT PAPER-WORK AND PUT
OUT THREE CHALLENGES FOR YOUR OFFICES TO GO TO WORK ON. THESE
CHALLENGES WERE:

1. SEVERELY QUESTION THE AMOUNT OF RECORDS WHICH ARE SCHEDULED
FOR RETENTION AT HEADQUARTERS FOR ANY LENGTH OF TIME.
2. CHALLENGE THE DATES OF RETENTION FOR ALL RECORDS AT THE
RECORDS CENTER.
3. CHALLENGE THAT DISPOSITION WHICH SAYS: "HOLD INDEFINITELY -
DESTROY WHEN NO LONGER NEEDED."

THE DIRECTOR THEN ASKED FOR A FOLLOWUP REPORT TO BE MADE HERE. THIS IS IT.

(AND BY THE WAY - WE'VE JUST FOUND AIR FORCE DOING THE SAME THING AS WE)

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THERE ARE FOUR GENERAL RESULTS.

1. ALL OFFICES, DIVISIONS AND STAFFS PROMPTLY RECEIVED FROM THEIR
RESPECTIVE SUPERVISORS A "DO-SOMETHING" DIRECTIVE EMBODYING
THE THREE CHALLENGES.
2. ALL OFFICES, DIVISIONS AND STAFFS RESPONDED TO OUR REQUEST (MADE AT
THE NOVEMBER 2nd MEETING) TO SEND A REPRESENTATIVE TO THE TWO-DAY
PAPER-WORK SEMINAR HELD ON NOVEMBER 4 and 5.
3. ALL OFFICES, DIVISIONS AND STAFFS HAVE TAKEN STEPS TO REVIEW AND
UP-DATE THEIR RECORDS DISPOSITION INSTRUCTIONS IN RESPECT TO
ALL THESE THREE CHALLENGES.
4. THE G/OPS/ED/P LAID SPECIAL EMPHASIS ON CHALLENGING EXTRA COPIES OF
DOCUMENTS ARISING WITHIN THE CS AND DESTRUCTION OF MARGINAL-USE
PAPER FROM OUTSIDE THE CS.

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THERE ARE THREE PARTICULAR RESULTS.

1. REAL GAINS HAVE BEEN OBTAINED IN RESPECT TO THE CHALLENGE DIRECTED AT THAT EVASIVE DISPOSITION WHICH SAYS: "HOLD INDEFINITELY - DESTROY WHEN NO LONGER NEEDED" - FROM SIX LARGE OFFICES. THESE OFFICES ARE: ORR, OCR, OSI, FDD, PERSONNEL AND THE OFFICE OF COMMUNICATIONS. IT IS ESPECIALLY STIMULATING TO NOTE THAT COMMO AND FDD HAVE WIPE-OUT ENTIRELY THIS INDECISION TACTIC AND HAVE REQUIRED SPECIFIC DATES OF RETENTION IN PLACE OF IT.
2. IN RESPECT TO THE CHALLENGE DIRECTED AT - RETENTION OF RECORDS AT HEADQUARTERS, I TOLD YOU LAST NOVEMBER THAT WE WERE HOLDING HERE 120,000 CU. FT. YOU WERE THEN REMINDED THAT PAPER AND PEOPLE OBVIOUSLY CAN'T OCCUPY THE SAME SPACE, AND HENCE THAT SUCH LARGE PAPER HOLDINGS AT HEADQUARTERS DO IN FACT PREVENT THE MOVING OF SUBSTANTIAL NUMBERS OF PEOPLE TO LANGLEY.

SINCE NOVEMBER, REDUCTION IN THE AMOUNT OF HEADQUARTERS RECORDS IS A LITTLE OVER 9,000 CU. FT. AND OVER 90% OF THIS TOTAL COMES PRINCIPALLY FROM ONLY THREE SOURCES - OCR, ORR AND DD/P.

HOWEVER, IT IS WORTH NOTING THAT IN RESPECT TO OTR'S HEADQUARTERS REDUCTION OF OVER 400 CU. FT. THEY RETURNED TO STOCK:

- 5 - 4-DRAWER SAFE CABINETS WORTH \$2,190.00
- 30 - 5-DRAWER NON-SAFE CABINETS WORTH \$2,100.00
- 22 - 4-DRAWER NON-SAFE CABINETS WORTH \$1,320.00

THIS RATHER OUTSTANDING EXAMPLE OF PAPER-WORK MANAGEMENT IS THE PRODUCT OF PROPER USE OF A TRAINED RECORDS OFFICER WHO GETS ACTIVE SUPPORT FROM HIS OFFICE HEAD.

I SUGGEST THAT THIS TOTAL OF 9,000 CU. FT. IS NOT NEARLY ENOUGH, NOR

IS THE ACTION TAKEN WITHIN THE AGENCY ANYWHERE NEAR BROAD ENOUGH.

PERHAPS ONE FACTOR FOR THIS POOR SHOWING MAY BE YOUR FEAR OF NOT

BEING ABLE TO LAY HANDS ON A RECORD [] WITHIN A

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REASONABLE OR UNREASONABLE PERIOD OF TIME. SO MAY I REMIND YOU

AGAIN, THAT NORMAL SERVICE [] TO A HEADQUARTERS

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REQUESTER IS AT THE RATE OF TWICE A DAY, AND EMERGENCY SERVICE

CONSUMES TWO HOURS. THE LAST EMERGENCY REQUEST WE'VE HAD -

LAST WEEK - REQUIRED ONE HOUR AND TWENTY MINUTES.

PERHAPS ANOTHER DETERRING FACTOR IS YOUR SACRED COW FILES.

CHALLENGE HERE WAS SUCCESSFULLY MADE BY THE OFFICE OF SECURITY

TO RETIRE 80% OF ITS CASE-FILES TO THE RECORDS CENTER.

3. IN RESPECT TO THE CHALLENGE DIRECTED AT - EXTENDED DATES OF RETENTION

FOR MANY RECORDS AT THE RECORDS CENTER - THESE LAST SIX MONTHS

SHOW A TOTAL DESTRUCTION OF SLIGHTLY OVER 3,000 CU. FT. ^{Three} ~~TWO~~

^{almost 90%} OFFICES CONTRIBUTED ~~TWO-THIRDS~~ OF THIS TOTAL. THEY ARE OCR ^{OBI} AND DD/P.

HERE AGAIN I SUGGEST THAT THIS TOTAL IS NOT NEARLY ENOUGH, NOR IS

THE ACTION TAKEN WITHIN THE AGENCY ANYWHERE NEAR BROAD ENOUGH.

IN SUMMARY, THESE SPOTTY RESULTS WHICH I HAVE JUST DESCRIBED ARE THE PRODUCT

OF, REALLY GOING-TO-WORK ON THE MATTER, ON ONE HAND, AND ON THE OTHER

HAND, JUST GIVING IT LIP SERVICE. IN SHORT, WE HAVE IN SOME PLACES

MADE A GOOD START - THAT IS ALL.

Q: WHAT TO DO ABOUT IT NOW?

A. REMEDY THE THREE FAIRLY WIDESPREAD FAULTS IN RESPECT TO YOUR RECORDS OFFICERS.

THESE FAULTS ARE:

1. INSUFFICIENT TIME ALLOWED THEM TO DO THEIR JOBS.

2. INSUFFICIENT TRAINING (WE'LL HELP).

3. TOO MUCH TURN-OVER - WHICH DEPRIVES YOU OF THEIR NECESSARY EXPERIENCE.

MANAGING PAPER IN THIS PAPER-FACTORY OF OURS IS YOUR JOB NOT MINE.